



Archdiocesan **MINISTRIES**

INSPIRE · EMPOWER · ENCOUNTER



STRATEGIC PLAN 2025–2027



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ARCHBISHOP'S FOREWORD

The Catholic Church throughout the world has entered a season of significant change. The Pope reminds us that this is not an era of change but a change of era. He is leading us to become a more missionary and synodal Church.

In the first year of his papacy the Pope produced *Evangelii Gaudium* on the Proclamation of the Gospel in Today's World, and he has since convened a number of synods, the most recent being the Synod on Synodality.

In Australia we have celebrated the Plenary Council, and in 2024 we have had two sessions of the Archdiocesan Synod. I have often said that we can't just put up a sign saying business as usual. Becoming a more missionary and synodal Church is the way to keep "doing business", but doing it differently under the influence of the Holy Spirit. It is within this broader context that Archdiocesan Ministries (previously Evangelisation Brisbane) launches its 2025 – 2027 strategic plan.

In the last five years we have seen significant initiatives from this agency. The launch of the Archdiocesan Centre for Catholic Formation, the Catholic Leadership Intensive, the Reconciliation Action Plan, the Laudato Si' Action Plan, Encounter Catholic Youth, a full three year liturgical calendar of children's ministry resources, newly written and recorded music in the Psalms Project, the Call to All Catholics campaign, the Going Deeper discipleship resource, the Catholic Christianity podcast, the Archdiocesan Summit, an encouraging number of seminary applications for 2025, and the addition of the Romero Centre to the Archdiocese. These are some of their key achievements.



This new strategic plan builds on the strengths of the last five years and is informed by the discernment and decisions of the Archdiocesan Synod, as we look to become a more missionary and synodal Church.

On the cover you will see the words empower, inspire, encounter. These words underpin the method that Archdiocesan Ministries will adopt as it works with parishes, communities and other diocesan agencies. Archdiocesan Ministries is called to empower laity and clergy to discover their God-given gifts and allow them to flourish for the mission of the Church. It is called to inspire laity and clergy with a vision of what the Church can be in this time and place, but also in its engagement with the broader society.

It is called to provide wherever possible an opportunity for all to encounter Jesus crucified and risen, since that it is the heart of Christianity.

I endorse and commend this strategic plan to all the people of the Archdiocese of Brisbane, and I urge everyone to work energetically with the newly named Archdiocesan Ministries to ensure that this vision yields the fruit we both desire and need.

+Mark Coleridge

Archbishop of Brisbane

PREFACE

Archdiocesan Ministries is committed to reconciliation with Aboriginal and Torres Strait Islander peoples. As such, we respectfully acknowledge the Traditional Custodians of the land that we work on. We pay our respects to Elders both past, present and emerging.

We pray that God will continue to bless us, turn his countenance upon us and give us peace as we walk this journey of reconciliation together.

WHY A STRATEGIC PLAN?

In a world where the only thing that is constant is change, setting out a three-year strategic plan can be perceived as being too certain of the future. But the rationale for such a plan outweighs this concern. Firstly, if an organisation does not have a clearly articulated vision for the future with measurable outcomes, there can be no adequate measure of success. How do we know if we've achieved a goal if we don't have one?

Secondly, a strategic plan ensures synergy across the agency. That is to say, if the agency understands what it is trying to achieve, then all initiatives of the agency can be measured by their contribution to that aim. This ensures that all initiatives contribute to a bigger picture.

Thirdly, corporate knowledge informs us that it takes at least three years to imbed any new initiative and about five for it to be established. So, it is



important that any new initiative is tested for a substantial period before its success can be determined.

Finally, a strategic plan enables all organisational units and individuals within it to create annual work plans that are mapped to the strategic plan. This means that leaders can manage staff in a more objective manner that addresses progress against agreed outcomes. In this light, the strategic plan becomes the foundation for the initiatives of Archdiocesan Ministries for the next three years.

HOW IS IT STRUCTURED?

This plan addresses the why, the how, and the what. As such, this plan begins with our mission statement - our why - which is an overarching statement that summarises our primary purpose. All of our initiatives in some way contribute to this purpose. This is followed by a vision statement that addresses what we think this could look like in three years. The vision is followed by our values which are our 'how'. Values inform how we go about our strategies. They ensure that whatever we do, it is done in a manner that is in keeping with these values. This is followed then by our what - that is - our outcomes

and strategies. The whole agency, and then each organisational unit, has its own overarching outcomes followed by a collection of strategies that will achieve that outcome. These strategies are our 'what' and are the explicitly measurable part of this plan.

Finally, there are some overarching principles that inform this plan. Firstly, we recognise that the world can change and that we may need to make revisions to this plan along the way. The plan articulates what we intend to do, but this is tempered by the desire to be flexible and change course if necessary. It's always easier to change course when you're already moving.

Secondly, this plan recognises that Archdiocesan Ministries is not a parish, but rather an Archdiocesan agency designed to work with, inspire and empower parishes and communities. Thus, the aims of this plan are at the service of the Archdiocese and especially its parishes and communities. Finally, Archdiocesan Ministries' mission is to enact and help others enact the mission of the Church. *Evangelii Gaudium* (The Joy of the Gospel) is one of the most recent and thorough texts on this mission and is the primary document informing this plan.

MISSION

TO WORK WITH,
INSPIRE AND
EMPOWER THE
ARCHDIOCESE
OF BRISBANE
TO **ENCOUNTER**
JESUS AND LIVE
THE JOY OF
THE GOSPEL.

VISION

Archdiocesan Ministries has a vision for a Church that authentically reflects the person of Jesus Christ; a Church that is a welcoming home for all generations, transcending cultural and societal boundaries to embrace every individual with faith, hope, love and peace; a Church where every person feels safe to come as they are, recognised for their inherent dignity, celebrated in their uniqueness and called into a deep and transformative relationship with God through Christ, guided by the Holy Spirit, and nourished by the sacraments.

We see a Church that engages and responds to the diverse voices and experiences of others, discerning the movement of the Holy Spirit as we listen; a Church that reaches beyond its own walls, working towards healing and reconciliation, especially with First Nations Peoples, caring for creation, advocating for justice and support for the vulnerable; a Church where everyone discovers and lives out their God-given vocation; a Church that looks, sounds, and acts like Jesus.

VALUES

CHRIST-CENTRED mission oriented, faith filled, authentic

INCLUSIVE relational, accessible, celebrating diversity

INNOVATIVE creative, solutions focussed, curious, discerning

PURSUING EXCELLENCE intentionality, quality, sustainability

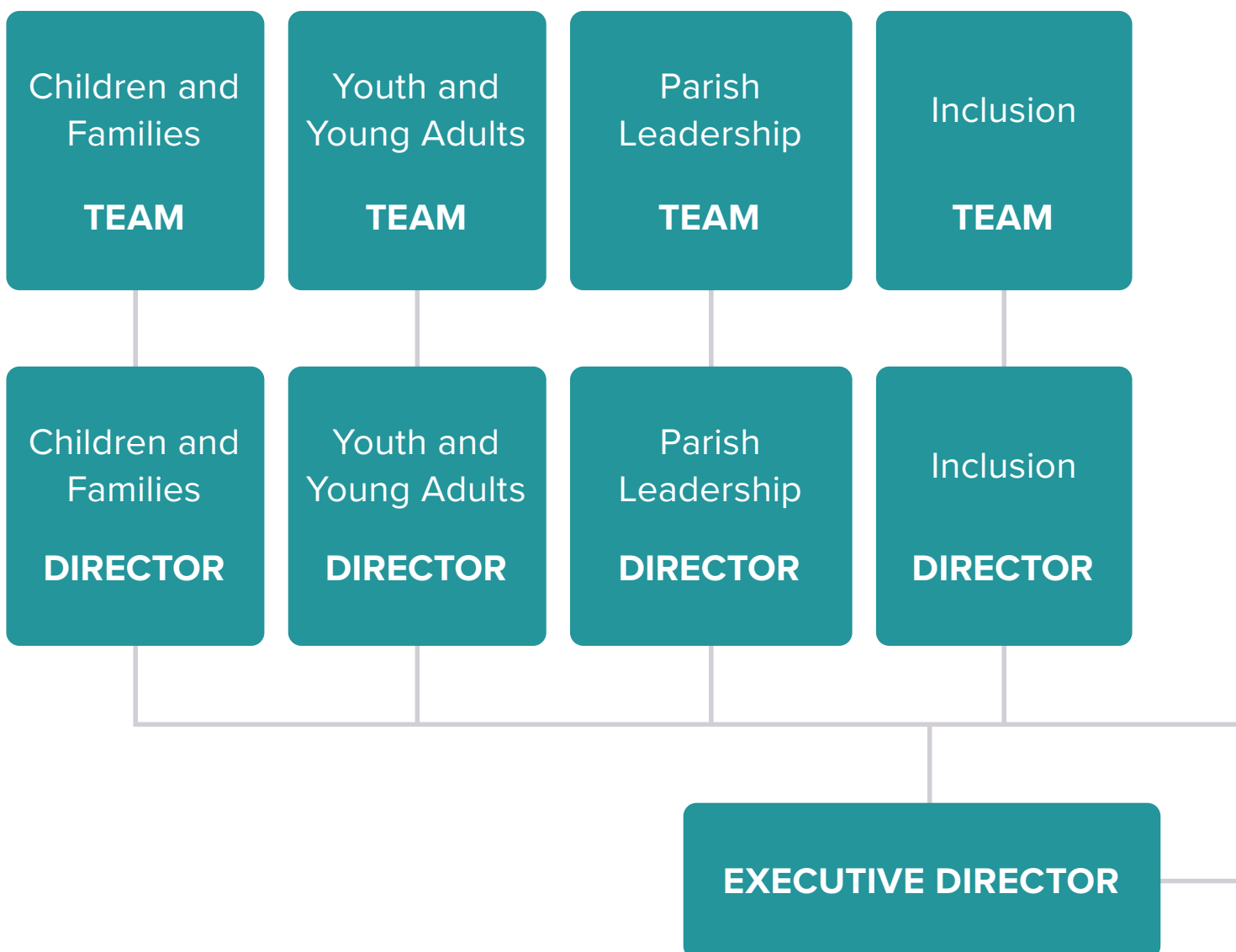
JOYFUL hope filled, positive, fun

HUMBLE always learning, listening, serving

STRUCTURE

Archdiocesan Ministries has developed an inverse pyramid for its organisational structure which acknowledges that leadership means service and responsibility. As such, the leaders are at the bottom, empowering and supporting those who work with them (see *Organisational Chart*, pg 10).

ORGANISATIONAL CHART







WHOLE
OFFICE

OUTCOME 01

Empower the Archdiocese to encounter Jesus and live the joy of the Gospel.

- a.** Coordinate an Archdiocesan Summit in 2026.
 - b.** Coordinate twice yearly encounter evenings at various locations around the Archdiocese.
-

OUTCOME 02

Plenary Council and Archdiocesan Synod Implementation.

- a.** Facilitate the implementation of the Plenary Council Decrees and Archdiocesan Synod Action Plans.
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OUTCOME 03

Recruit, apprentice and empower leaders in the Archdiocese who are mission oriented, authentic, inclusive and effective.

- a.** Facilitate Archdiocesan Centre for Formation Courses which include leadership intensives and an evangelisation intensive.
 - b.** Each team establish a network to foster the development of leaders.
-

OUTCOME 04

Develop new strategies that effectively and compellingly communicate the faith, hope and love experienced through an encounter with Christ.

- a.** Leverage digital platforms and online presence to foster engagement.
- b.** Develop and deliver expanded social media campaigns that communicate the faith, hope and love experienced through an encounter with Christ.

- c.** Coordinate a 'Why be Catholic' Campaign.
 - d.** Write, record, promote and distribute new Catholic music.
 - e.** Explore and understand AI, and how and where to ethically implement its use to support our mission.
-

OUTCOME 05

Begin preparations for engagement with 2032 Brisbane Olympics and 2000-year anniversary of the Church in 2033.

- a.** Engage with the Archdiocese of Paris to learn from their experience at Paris Olympics.
 - b.** Explore both Catholic and ecumenical avenues to prepare for major celebration of two thousand year anniversary of the Church.
-

OUTCOME 06

Develop a deeper awareness of and engagement with our care of creation and those who may feel vulnerable, excluded or marginalised.

- a.** Facilitate all staff engagement with the Archdiocesan Reconciliation Action Plan.
- b.** Facilitate all staff engagement with the Archdiocesan Laudato Si' Action Plan.
- c.** Facilitate opportunities for all staff to volunteer at Romero Centre.
- d.** Facilitate whole of agency professional development opportunities and training focussed on cultural safety, interculturality and unconscious bias, visits to the Cherbourg Ration Shed, Minjerribah, Ngutana-Lui Aboriginal and Torres Strait Islander Cultural Studies Centre and Walking on Country.





CHILDREN AND FAMILIES

PURPOSE

Leading children and families to encounter Jesus, find their home in the Church, and thrive in the joy of the Gospel.

VISION

We have a vision for a Church where children and families are welcomed and included. A ‘family of families’ where relationships and marriages are enriched and all those touched by family life, regardless of their story, find encouragement and a safe place to land. A Church where leaders value and invest in family ministry as integral to our mission today and a wise investment for the future; where parents are inspired and equipped to make faith a daily reality in their home; and where well-formed, faith-filled children’s ministry leaders serve with joy, innovation, and creativity. A Church where children and families encounter Jesus, discover that they are personally loved and called by God, and take their place among us, as we share this love with others.

OUTCOME 01

A vibrant, holistic vision of Catholic Children's ministry is promoted, modelled and implemented in the Archdiocese.

- a.** Launch and lead three ministries for primary-school-aged children with regular attendance of 30-40 children (Encounter Kids Initiative) including music, high quality presentations and activities, encounters with Jesus, spaces to ask questions, small groups, and food.
- b.** Facilitate ten single-day or multi-day Encounter Catholic Kids (ECK) programs each year in collaboration with participating parishes/communities including music, high quality presentation and activities, encounters with Jesus, spaces to ask questions, small groups, and food.
- c.** As a Children and Families team, regularly prepare collaboratively and intentionally debrief our work (presentations, facilitation, events, resources) to ensure that we are modelling ministry that aligns with our vision.
- d.** Collaborate with the Parish Leadership team to work alongside strategic planning parishes and communities as they develop ministry to children and families.

OUTCOME 02

Children's ministry leaders are supported, formed, and trained to provide ministry to children and families that leads them to encounter Jesus, grow in faith and be led into full and active participation in their parish or community.

- a.** Promote the Catholic Children's Ministry Network (CCMN)
 - I. Facilitate three CCMN masterclasses per year (North, South and Central).
 - II. Work with the Communications team to expand presence of CCMN on social media platforms to reach a wider demographic of children's ministry leaders.
- b.** Produce two formation and training videos on Children's ministry topics per year.
- c.** Respond to requests for support from parishes and communities.
- d.** Create pathways for new and emerging leaders:
 - I. Promote and enable volunteer opportunities for Encounter Catholic Kids to ACU students and year 11 and 12 students.
 - II. Establish a process of follow up with these volunteers
 - i. Invite them to engage with the CCMN.
 - ii. Share further opportunities to volunteer with the C&F team.
 - iii. Connect with opportunities to serve in parishes and communities.

OUTCOME 03

High quality, contemporary resources are available to support children's ministries leaders and parents as they provide opportunities for children to encounter Jesus, teach them about the Catholic faith, prepare them for the sacraments of initiation and lead them into full and active participation in the life of the faith community.

- a.** Review weekly scripture resources in the light of how CM leaders are using them and adjust or adapt as needed by end 2025.
- b.** Make all current resources accessible via online platforms by end 2025.
- c.** Continue to create multimodal resources to engage children and families in the seasons and celebrations of the liturgical year.
- d.** Propose a new suite of resources for sacramental preparation by mid-2025.
- e.** Launch new suite of resources for sacramental preparation by end 2027.

OUTCOME 04

Families are encouraged and supported to make the life of faith a daily reality in their home.

- a.** Establish an Archdiocesan Marriage Education and Enrichment Network of organisations providing preparation, support and ongoing enrichment for Catholic marriage, that meets three times a year by mid-2025.
- b.** Establish a platform/processes to promote and advertise the activities of organisations belonging to the Archdiocesan Marriage Education and Enrichment Network by end-2025.
- c.** Promote and celebrate family life and relationships through an online campaign highlighting special days throughout the year (e.g. Grandparents Day, World Marriage Day, World Children's Day etc).



A photograph of a group of young people, likely students, in profile, looking towards the right. The image is overlaid with a white geometric line pattern. A large orange rectangle is positioned in the lower half of the image, containing the text "YOUTH AND YOUNG ADULTS" in white, uppercase, sans-serif font.

YOUTH AND YOUNG ADULTS

PURPOSE

To lead as many young people
as possible to encounter
Jesus and live the Gospel.

VISION

We see a generation of young people who draw their strength from Jesus Christ and find life in his Church. We have a vision for young people who know that the Church is their home, who are hungry to grow in their relationship with the one who loves them most and who are drawn into an ever-deepening encounter with Jesus. We dream of a Church where young people are encouraged to foster their gifts, discover their purpose, form a relationship with Jesus and be convicted by the call on their life to become the face and heart of Jesus in our world.

OUTCOME 01

Youth leaders across the Archdiocese are formed, inspired, resourced and empowered for mission.

- a.** Facilitate Masterclasses quarterly that include input, networking and opportunities for encounter, with 75% of active youth ministers in attendance.
 - b.** Provide opportunities for one on one and group coaching to all youth leaders who desire it.
 - c.** Coordinate a minimum of one Archdiocesan Youth Rally every year.
 - d.** Develop a communication strategy to support the above strategies.
-

OUTCOME 02

The Encounter Youth Project is established as a long-term sustainable ministry in the Archdiocese.

- a.** Establish seven Encounter Youth Groups across the Archdiocese by the end of 2027.
- b.** Provide excellent youth nights which include quality and relevant music, an opportunity for encounter with God, small groups, talks and fellowship.
- c.** Create individual operational plans for each Encounter Youth Group to outline its strategies for engagement in schools and parishes and promotion to young people.
- d.** Develop a strategy to make established Encounter Youth Groups sustainable.
- e.** Establish teams of musicians for youth group and Youth Masses for every Encounter Youth Group.



OUTCOME 03

Young musicians are trained and empowered to develop high quality music that facilitates an encounter with God.

- a.** Include in each Encounter Youth Group operational plan a process for recruiting, training and empowering musicians to lead music at youth groups and youth Masses.
- b.** Facilitate a youth musicians' summit to foster musical and spiritual growth in participants by the end of 2026.
- c.** Develop a network of young Catholic songwriters by running songwriting workshops for young musicians by December 2025.
- d.** Empower these musicians by recording original music, testing it in communities and releasing it by December 2027.
- e.** Drawing from Encounter musicians, develop a band that can be available to schools and parishes across the Archdiocese for events and liturgies.



OUTCOME 04

Young adults have opportunities to deepen their faith and be engaged in their parishes and communities.

- a.** Support chaplaincy at UQ and QUT by partnering with and supporting on campus organisations including QUT Catholics, Newman Society and Catholic Residential Colleges.
- b.** Support and promote initiatives that foster communities of faith for young adults to connect with a parish/community.
- c.** Lead and manage the Reclaim ministry to young adults in collaboration with key stakeholders.
- d.** Explore options for a pilgrimage to WYD in 2027.
- e.** Create pathways for young adults to find homes of faith in the Church through sports ministry.
- f.** Recruit a project officer to oversee the above strategies.

OUTCOME 05

The Youth Team have researched and explored the possibility of setting up an internship program where young leaders can receive formation and be equipped with skills and opportunities to implement ministry in the Church in order to grow the number of leaders for the Archdiocese and strengthen their development.

- a.** Explore funding opportunities for an internship by July 2025.
- b.** Create an internship curriculum and program.
- c.** Explore pathways where interns can serve in parishes, prioritising those with the greatest need.
- d.** If the program is viable, recruit three young leaders to pilot the internship in 2026.
- e.** Explore opportunities for accreditation for participants by November 2025.

ADULT FORMATION



PURPOSE

Guiding people to experience
a transformational encounter
with Jesus Christ.

VISION

We have a dream that transformational encounter experiences occur all across the Archdiocese of Brisbane. We seek to support parishes and communities to evangelise with joy and provide discipleship opportunities, allowing everyone to live out their baptismal calling to its fullness. We believe in the power of supporting people on their faith journey, from seekers who express an initial openness to God right through to passionate missionary disciples who have hearts that burn within (Luke 24:32). We are passionate about helping build Spirit-filled parishes and communities that nurture healthy relationships and bear fruit for the Kingdom of God.

OUTCOME 01

Transformative encounter experiences are widely available and lead people into a personal relationship with God.

- a.** Provide sustainable and fruitful retreats each year that lead to transformational encounters with God.
 - I. Offer at least four mini-retreat experiences per year.
 - II. Provide three weekend guided retreats annually.
 - III. Offer two weekend retreats in regional parishes annually.
 - b.** Encourage and support parishes, communities and groups in the Archdiocese to explore Alpha in order to provide a proven evangelisation tool that can be used to journey with those seeking God within in their communities.
 - I. Support Alpha programs in parishes and communities as necessary.
 - II. Run the Archdiocesan Alpha Journey twice a year.
 - III. Activate and support parishes on mission in their local neighbourhood and communities to proclaim the kerygma.
 - IV. Support and develop local parish Adult Formation leaders through Alpha pipelines.
 - c.** Provide relevant and practical formation opportunities that help disciples grow in the mission of evangelisation.
-

OUTCOME 02

New and existing disciples of Jesus Christ are deeply engaged in formation opportunities.

- a.** Support Rite of Christian Initiation of Adults (RCIA) teams in parishes and communities so that they are attractive and lead people to an encounter with Jesus and full participation in the local Church community.
- b.** Provide quarterly RCIA newsletter.
- c.** Run annual formation events for RCIA leaders.
- d.** Communicate and celebrate stories of neophytes across the Archdiocese.
- e.** Provide discipleship opportunities and resources that allow each person to discover and live out their baptismal calling to its fullness.
- f.** Coordinate the Archdiocesan Centre for Catholic Formation (ACCF) courses to provide ongoing opportunities for faith formation and to equip those called to lay ministry.

OUTCOME 03

Joyful and Spirit-filled communities exist where disciples engage in learning, praying for one another and being invitational.

- a. Provide annual Advent and Lenten resources tailored for small group use.
- b. Develop relevant small group formation resources annually.
- c. Provide small group formation events to cast vision and equip parishes to start and establish parish small group ministries by early 2026.
- d. Research and create a strategy for how parishes and communities can embed a culture of 'community' in their local context and provide recommendations to leaders in parishes and communities.

OUTCOME 04

Adult Formation networks exist to connect, support and empower.

- a. Distribute a monthly events and news email from the Adult Formation team.
- b. Launch an effective and dynamic Adult Formation leaders network by end of 2025.
- c. Provide opportunities for leaders of Adult Formation to come together for vision casting, celebration, training, strategic thinking and support from 2026.





PARISH LEADERSHIP

PURPOSE

To work with, inspire and empower leaders to grow communities of missionary disciples.

VISION

We believe that leaders are called to inspire, encourage and exhort their parishes to become missionary communities that are growing and flourishing. We dream that leadership teams would courageously lead with clarity and purpose, recognising the giftedness of their people and drawing them into the ministry of the community. We dream of leaders who try new things, understanding that the risk of doing nothing is far greater than the risk of failure. We dream of a leadership culture infused with “a missionary impulse capable of transforming everything so that the Church’s... [ways of doing things] can be suitably channelled for the evangelisation of today’s world rather than for her self-preservation” (Pope Francis).

OUTCOME 01

At least five additional parishes and communities have partnered with Archdiocesan Ministries to work towards becoming communities of missionary disciples.

- a.** Seek partnership with mission-oriented, future-focussed parishes and communities who desire to be communities of missionary disciples.
 - b.** Facilitate the creation of a strategic plan for these parishes and communities, including a Parish Summit and a Strategic Planning Day.
 - c.** Support the implementation of all current strategic plans including ongoing leadership support, facilitating leaders' formation sessions and facilitating annual planning.
 - d.** Invest in upskilling parishes and communities to continue the strategic planning process in future years beyond their initial 3-5 year plan.
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OUTCOME 02

Leadership culture in the Archdiocese is mission-oriented, visionary, transformational and authentic.

- a.** Deliver the Catholic Leadership Intensive (CLI) with at least 80 new participants each year that it's held.
- b.** Explore the provision of formation opportunities that follow on from the CLI, including group coaching and CLI Plus.
- c.** Create a network of at least 500 current effective leaders in parishes and communities who will champion this culture change across the Archdiocese and provide them with regular opportunities for ongoing leadership development.
- d.** Review and update Parish Leadership resources in the Archdiocese to provide parish-specific leadership formation that is embedded with contemporary leadership principles.
- e.** Provide individualised workshops, formation and support for parish priests and leadership teams to build leadership capacity and encourage ongoing formation and development as leaders.

OUTCOME 03

Clergy appointments and pastoral planning are strategic, informed, forward-thinking, sustainable, well-planned and well-executed, directly impacting the effectiveness of ministry across the Archdiocese.

- a.** Prepare relevant data that is accessible and transparent around our current context for decision-makers in the Archdiocese, including an annual Mass count across the Archdiocese.
- b.** Work collaboratively with the Episcopal Council and the College of Consultors to provide relevant systems and processes for the appointment of clergy.
- c.** Create principles and pastoral planning documentation to support long-term sustainability and growth of the Church's mission in the Archdiocese.





INCLUSION

PURPOSE

We are committed to identifying and removing barriers of exclusion and building a culture of radical welcome and belonging.

VISION

“Welcoming others means welcoming God in person” – Pope Francis calls us to the margins and to meet people where they are.

Reading the signs of the times in the light of the Gospel, our vision for the Archdiocese of Brisbane is one of a culture of radical welcome and belonging. Through the implementation of best practice and dedication to the Gospel imperative for an inclusive church, our vision commits us to:

- listening to understand past hurts, walking together in dignity, creating a safe and welcoming church and responding to the needs of the most vulnerable
- leading and pioneering the coordination and implementation of Archdiocesan Synod Decrees, the Reconciliation Action Plan, Laudato Si’ Action Plan, Refugee Sponsorship Initiative, unconscious bias training, multicultural pastoral care and interculturality, ecumenism and inter-faith relations.

OUTCOME 01

A skilled and inclusive Archdiocesan Ministries workforce committed to ongoing formation and professional development in the areas of interculturality and unconscious bias, ecumenism and inter-religious relations; synodality, social justice, integral ecology and the Laudato Si' Action Plan; Aboriginal and Torres Strait Islander truth - telling and the Archdiocesan Reconciliation Action Plan (RAP).

- a.** Provide four annual professional development opportunities for Archdiocesan Ministries staff that may include inter-faith, intercultural competency, RAP, Laudato Si' and unconscious bias training. Each opportunity will have an intentional briefing and debrief, which is an integral component of the experience for staff.
- b.** Support the embedding and integration of relevant outcomes from the RAP, Laudato Si' Action Plan, SYNOD24 Action Plans and the implementation of other principles of best practice for inclusion across all teams within Archdiocesan Ministries.
- c.** Continue to develop the profile of the Inclusion Team by promoting and increasing awareness about the innovative and pioneering work being led by members of Inclusion Team and promotion of new projects and initiatives within the Archdiocese.

OUTCOME 02

Diversity and interculturality within the Archdiocese is embraced, fostered and celebrated through the coordination of ongoing strategic support and development of cultural communities and other multicultural pastoral care initiatives.

- a.** Utilise the Archdiocese of Brisbane Catholic Cultural Communities Consultations report as a key reference document when addressing identified needs of cultural communities.
- b.** Work with relevant stakeholders and the Archdiocesan Commission on Liturgy to assist in embedding liturgical inculturation across parishes, communities and agencies within the Archdiocese (music, imagery/symbols, saints etc.)
- c.** Maintain an updated database of Cultural Communities, their leaders, and key statistics for ease of contact and communication as a resource for Archdiocesan Ministries.
- d.** Develop a database of government resources and Archdiocesan resources that could be of help for migrants as they settle in Australia.

- e.** Promote the value and importance of cultural communities within the life of the Archdiocese through the celebration of events such as the annual Archdiocesan Multicultural Mass and the Corpus Christi Procession.
 - f.** Lead and manage six annual meetings of chaplains and leaders of cultural communities in the Archdiocese of Brisbane.
 - g.** Coordinate and support the implementation of SYNOD24 actions relating to cultural communities.
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OUTCOME 03

Deepened formation opportunities and commitment to actions are offered in response to social justice, peace and integral ecology issues and the implementation of the Laudato Si' Action Plan within the Archdiocese.

- a.** Coordinate the Archdiocese of Brisbane Refugee Sponsorship Initiative including support to pilot parishes. The number of parishes/faith communities participating will be doubled (2025-2027).
- b.** Provide ongoing formation in areas of integral ecology, social justice, and peace for all parishes, faith communities and agencies through developing a social media program and monthly newsletters that highlight resources and opportunities. Laudato Si' Week and Season of Creation are identified as key opportunities for formation events, prayer gatherings and sharing of resources.
- c.** Explore opportunities for greater support and integration of the Catholic Justice and Peace Commission within the Archdiocese.
- d.** Coordinate the implementation and review of the Laudato Si' Action Plan (2024-2026) and develop a new Laudato Si' Action Plan (2027-2029) for the Archdiocese.
- e.** Provide support in onboarding 12 additional parishes or communities to the Laudato Si' online Platform through the development of individual Laudato Si' Action plans.
- f.** Coordinate and support the implementation of SYNOD24 actions relating to Integral Ecology.

OUTCOME 04

Increased understanding and commitment to the implementation of the Reconciliation Action Plan (RAP) across all parishes, agencies and communities within the Archdiocese.

- a.** Lead the implementation and critical review of the Reconciliation Action Plan (2023-2025) developed in collaboration with Reconciliation Australia.
- b.** Facilitate and support the implementation of RAP outcomes and actions across parishes, communities and agencies. Onboard three new parishes or communities with the Archdiocese RAP annually.
- c.** Coordinate critical review and update of resources to implement the RAP across parishes, communities and agencies including annual review of the RAP Communication Plan and RAP impact survey provided by Reconciliation Australia.
- d.** Develop the next iteration of an Archdiocesan RAP (2026-2029) which will be inclusive of any incomplete action and outcomes from the previous RAP (2023-2025).
- e.** Coordinate delivery of annual Laurel Blow Speaker Series including the Archdiocesan Reconciliation Dinner, with a focus on engaging clergy, agency staff, parishioners and communities with Truth-Telling by Aboriginal and Torres Strait Islander Peoples. Ensure participation of wider community and that topics and guest speakers are relevant and up to date.
- f.** Deliver annual RAP Networking group workshops that may include Truth-Telling, sharing of RAP resources, building a RAP community support and online community networks.
- g.** Coordinate and support the implementation of SYNOD24 actions relating to RAP.

OUTCOME 05

The successful implementation of Plenary Council Decrees and SYNOD24 Action Plans through developing pathways of inclusion for all people with a focus on the vulnerable and those who have been marginalised.

- a.** Continue supporting and developing the Inclusion and Community Life Network to support people who are passionate about creating a more inclusive Church community. This includes providing professional development resources as well as facilitating training and formation.





- b.** Support the implementation of actions determined by the Archdiocese of Brisbane LGBTQ+ Reference Group.
 - c.** Coordinate and support the implementation of Plenary Council Decrees and SYNOD24 Action Plans that are relevant to the Inclusion team including supporting the practice of co-responsibility and synodality within the Archdiocese of Brisbane.
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OUTCOME 06

The successful promotion of the essential nature of ecumenism and inter-religious relations to the local church in the Archdiocese through prayer, communication, education and building relationships with other Christians and those of other faiths.

- a.** Provide Executive Officer support to the Council for Ecumenism and Inter-religious Relations and its Education Task Group.
- b.** Provide and promote two annual formation sessions open to parishes, faith communities and Archdiocesan agency staff. Provide expert advice and resources to parishes, communities, Brisbane Catholic Education, individual schools, ACU etc. as requested.
- c.** Maintain and strengthen the Covenant relationship between the Catholic Archdiocese of Brisbane (and Diocese of Toowoomba) and the Anglican Diocese of Brisbane.
- d.** Maintain and develop the network of cooperation between Christian Churches through ecumenical initiatives such as the Queensland Heads of Churches and Queensland Churches Together (QCT).
- e.** Enhance ecumenical and inter-religious relationships and build networks by representing the Archbishop on various committees, at events and by communicating with other communities.
- f.** Lead and support the implementation of SYNOD24 actions relating to ecumenism and interfaith relations.
- g.** Strengthen and expand the network of relationship building and co-operation between faiths which operates through the Queensland Faith Communities Council (QFCC).
- h.** Participate in the work of the Australian Catholic Council for Interreligious Relations (Australian Catholic Bishops' Conference) by attendance at two meetings each year and any follow-up required.



ROMERO
CENTRE

PURPOSE

We provide benevolent relief to people in need including those seeking asylum, refugees, Aboriginal and Torres Strait Islander people, and people from culturally and linguistically diverse backgrounds, including by reason of poverty, destitution, helplessness, suffering or misfortune.

VISION

We have a vision for a world where people love without borders; a world where the most vulnerable in our society are known, valued and experience a welcoming, safe, inclusive environment. We strive to honour the legacy of St. Oscar Romero in the pursuit of social justice and uphold human rights by providing a sanctuary where individuals can find support and solidarity as they rebuild their lives. We work for the vision of cultivating a compassionate Australian community who warmly embraces people seeking asylum and refugees, celebrating the richness of diversity. We have a vision to see those in the margins to be supported and empowered to contribute meaningfully to the community, find their place in the world, their independence and live in freely.

romero
CENTRE
love has no borders

OUTCOME 01

Expand and intensify service offerings to refugees and those seeking asylum within a safe and supportive environment, enabling individuals to work towards achieving independent lives.

- a.** Reintroduce Migration Consultation services twice weekly by securing dedicated funding for the resumption of these essential services.
- b.** Recruit Bicultural Workers with lived experience to support service offerings.
- c.** Increase accommodation capacity by 30 rooms over the next three years to serve more people seeking asylum and refugees, ensuring facilities meet the specific needs of Romero's participants.
- d.** Increase skilled and experienced volunteers to support service offerings such as legal, language translation, outreach, employment, housing, and advocacy and provide comprehensive ongoing training.
- e.** Review and finalise the Romero Centre's practice framework to align with the Archdiocese's values and regulatory requirements.
- f.** Establish partnerships with local businesses to create employment opportunities for participants.
- g.** Develop training programs, internships, and job placements that equip clients with the skills and experience needed for sustainable employment opportunities.

OUTCOME 02

Increased awareness in the wider community of Romero Centre's services, and issues faced by people seeking asylum and refugees during their process of seeking safety and security in Australia.

- a.** Engage with educational institutions, parishes, and advocacy groups to promote awareness around the issues for people seeking asylum, refugee rights, social justice, and available community support services.
- b.** Develop a reference group of people seeking asylum and individuals with lived experience.
- c.** Collaborate with local training providers such as South Hub to train Bicultural Workers about domestic and family violence awareness, Cultural Competency (Cultural Humility), advocacy skills, and community engagement.
- d.** Empower Bicultural Workers to educate and support their communities effectively on issues related to domestic violence and other pertinent social issues.

OUTCOME 03

Enhance our financial and in-kind resources to provide more comprehensive support to people seeking asylum and refugees.

- a. Articulate the unique mission of Romero, highlighting its alignment with the values and objectives of the Archdiocese.
- b. Develop a comprehensive marketing and communications strategy to promote Romero's mission across the Archdiocese.
- c. Create engaging content and storytelling that showcases the impact of our work on individuals and communities.
- d. Implement strategic initiatives aimed at enhancing our visibility in the broader community, volunteer engagement, resource acquisition, and financial stability.
- e. Maintain strong relationships with existing Trusts and Foundations through regular updates and impact reports.
- f. Establish partnerships with parishes, schools, and corporations to increase in-kind resources such as housing stock, pantry supplies, vouchers, volunteer days, and employment and education pathways.
- g. Develop and launch a plan to position Romero Centre as a key mission and the charity of choice for the Archdiocese.
- h. Develop the Romerian volunteers' program by recruiting volunteers for each team and establishing a Romerian steering committee to fulfill the centre's need at community outreach, fundraising and support services.
- i. Increase the number of regular givers by developing a comprehensive donor acquisition and retention strategy with the goal of increasing regular givers to 600.
- j. Conduct regular meetings to review progress, address challenges, and plan future activities.



A photograph of a priest in profile, facing right, holding a monstrance. He is wearing ornate white vestments with gold and red embroidery. The monstrance is a golden vessel with a circular face and radiating spikes. The background is a warm, dimly lit interior. White geometric lines are overlaid on the image, creating a modern design.

VOCATION BRISBANE

PURPOSE

To empower, encourage and accompany young people who are called to discover their vocation to priesthood or religious life.

VISION

We have a vision that all the baptised know their God-given purpose, vocation and mission. We dream of a Church where every young man is invited to consider: is God calling me to become a priest? And where every young woman is invited to consider: is God calling me to religious life? We dream of a Church that intentionally promotes a Christ-centred culture of discernment for mission, where everyone discovers God's purpose for their lives and how they will participate in Christ's mission regardless of their situation. We dream of a Church where the beauty of priesthood, religious life, marriage, single life and the married diaconate are actively celebrated, promoted and fruitfully lived.



OUTCOME 01

Men are empowered to discover their call from God through encounter, formation and accompaniment, leading to candidates for Seminary.

- a.** Connect with fifty men annually, offering mentoring, discernment groups and human formation to young men interested in a vocational pathway.
- b.** Offer high-impact discernment events annually, including the Archbishop's Dinner for Men and Quo Vadis for Men weekend, inviting viable candidates for the Canali Program.
- c.** Run the Canali Program annually, a program of formation and engagement for those discerning the priesthood, recruiting at least five candidates annually.
- d.** Facilitate seminary applications for the Archdiocese of Brisbane, presenting an average of four seminary applications annually.

OUTCOME 02

Women are empowered to discover their call from God through encounter, formation and accompaniment, leading to candidates for Religious Life.

- a.** Connect with fifty women annually, offering mentoring, discernment groups and human formation to young women interested in a vocational pathway.
- b.** Offer high-impact discernment events annually, including the Archbishop's Dinner for Women and Quo Vadis for Women weekend, inviting viable candidates for the Gratia Program.
- c.** Run the Gratia Program annually, a program of formation and engagement for those discerning religious life, recruiting at least five candidates annually.
- d.** Support two candidates annually in entering a religious congregation.

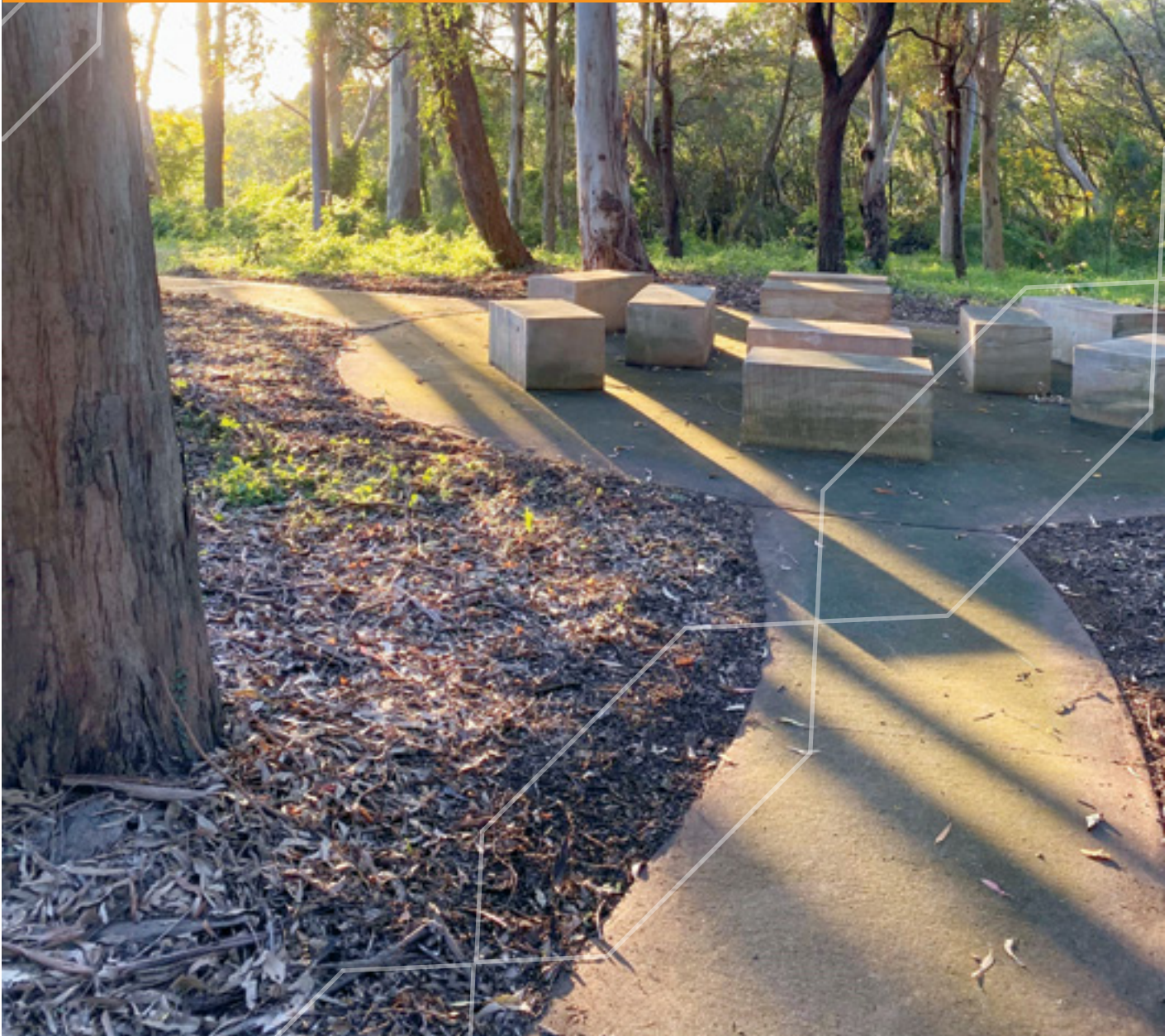
OUTCOME 03

Young people experience a healthy and vibrant culture of vocation and discernment in Archdiocesan entities, including parishes, schools and communities.

- a.** Conduct parish, school and community visits for vocational promotion and awareness presentations and campaigns, collectively engaging with 50% of the Archdiocese's parishes and thirty youth groups and schools.
- b.** Collaborate with key youth ministries in the Archdiocese, including Ignite Youth, Encounter Youth, Jesus Youth, NET Ministries, Cathedral Parish Young Adult Ministry (YAM) and Brisbane Catholic Education (BCE).
- c.** Utilise Archdiocesan Ministries initiatives, including the Archdiocesan Centre for Catholic Formation, Adult Formation retreats, Youth and Young Adults events and Children and Families projects for promotion and relationship building.
- d.** Effectively communicate vocational messages across the Archdiocese, creating and providing engaging resources, promoting Vocation Brisbane initiatives and maintaining a social media presence.
- e.** Recruit ten vocation ambassadors to promote Vocation in parish and community settings, providing them with formation and resources.



SANTA TERESA SPIRITUALITY CENTRE



PURPOSE

To provide a sanctuary where guests can experience God in beauty and hospitality.

VISION

Santa Teresa Spirituality Centre (STSC) is a place of beauty overlooking Moreton Bay where guests are welcomed into a sanctuary of hospitality. A place where one can encounter God and feel cared for and nourished. A place of stillness and simplicity. Looks like heaven, feels like home.



OUTCOME 01

Provide a place of beauty where guests can encounter God through spending time in prayer, reflection, fellowship and Christian formation.

- a.** Maintain and improve Centre facilities and grounds.
 - b.** Maintain spaces that invite guests to engage in a range of spiritual exercises.
 - c.** Provide prayer rituals and resources to assist guests undertaking a spiritual journey.
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OUTCOME 02

Foster an environment of welcome and inclusion through attentiveness, hospitality and nature.

- a.** Hold staff formation sessions six monthly to reflect on STSC vision.
 - b.** Gather guest evaluation forms to discern the impact of hospitality measures.
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OUTCOME 03

Ensure the safety of guests and staff.

- a.** Maintain equipment and facilities to WHS standards/certification.
- b.** Provide staff training in first aid, fire safety, health and hygiene (kitchen).
- c.** Ensure staff are aware of all relevant WHS requirements.
- d.** Conduct regular audit and review of all safety and security measures.







